

KENTUCKY PUBLIC LIBRARY STANDARDS: DIRECTION AND SERVICE FOR THE 21ST CENTURY, 3rd Ed.

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KENTUCKY PUBLIC LIBRARY ASSOCIATION

in cooperation with

KENTUCKY DEPARTMENT FOR LIBRARIES AND ARCHIVES



March 2009

Printed with LSTA Funds



Available in alternate formats upon request

TABLE OF CONTENTS

Introduction.....	iii
Acknowledgements.....	iv
Governance and Administration.....	1-5
Human Resources.....	6-9
Collections.....	10-12
Services.....	13-18
Facilities.....	19-21
Technology.....	22-25
Marketing / Public Relations.....	26-28
Appendix A – Certification.....	A-1
Appendix B – Personnel Policies.....	A-2
Appendix C – Accessible Work Station.....	A-3
Appendix D – Technology Plan.....	A-4
Appendix E – Communications Checklist.....	A-6
Appendix F – Marketing Plan.....	A-8
Appendix G – Glossary / Acronyms.....	A-12
Appendix H – Useful Web Sites.....	A-15

HOW TO USE THIS MANUAL

Kentucky Public Library Standards is a self-evaluation tool.

The manual is divided into seven sections. Each section begins with a brief description and, if appropriate, is divided into specific categories. Each standard is presented as a statement, allowing the library to easily determine whether it meets or does not meet the criteria. In most cases there are three levels of service:

ESSENTIAL – the minimum which should be available to all

ENHANCED – an expansion of services beyond the basic

EXEMPLARY – the highest level of service

With this 3rd edition of the Standards, an Excel workbook will be used as the Standards Scoresheet. By filling in data from your Annual Report where possible, many of the Standards will be automatically calculated and entered for you. The first tab in the Scoresheet will provide specific instructions on how to use the Scoresheet which can be downloaded from the KDLA Web site at: <http://kdla.ky.gov/libsupport/standards.htm>.

The scoring process begins by entering the requested information on the *Worksheet* tab. Then continue through each of following tabs, entering an "X" in the space next to each of those statements for which the Library has met the criteria described by the Standards statement. As you enter an "X" next to the statements that apply to your Library, these will automatically enter data into the *Totals* tab and the Library's Standards score will be electronically calculated. When completed, the Scoresheet will be submitted electronically to the current Chair of the Standards Committee.

NOTE: At the bottom of the *Worksheet* tab, there is a chart with fields that will be automatically populated with data based on the information you provide which shows which quantitative measures can be changed to reach each of the three levels of Standards. This is provided only as a tool in planning for the Library's future to quickly see what improvements might be made to help you reach the next level in the Standards. However, the information entered in the *Worksheet* tab **alone** doesn't determine the Library's level of Standards.

KDLA's Field Services staff is prepared to assist public libraries in using this manual to its full potential and will be able to answer any questions you may have regarding the new Scoresheet.

A glossary, appendix, checklists, and useful references are also included.

ACKNOWLEDGEMENTS

We would like to thank the following volunteers for their time and expertise. Without their contribution, this revision could not have been produced.

Mark Adler, Paris-Bourbon County Public Library

Dave Anderson, Campbell County Public Library

Pam Baker, Kenton County Public Library

Ron Critchfield, Jessamine County Public Library

Ashley Fowlkes, Warren County Public Library

Charlotte Keeney, Pulaski County Public Library

Nancy Petty, Marshall County Public Library

Joe Schweiss, Henry County Public Library

Peggy Stanifer, Laurel County Public Library

Martha White, Lexington Public Library

1. GOVERNANCE AND ADMINISTRATION

Public libraries in Kentucky are established according to Kentucky Revised Statutes, Chapters 65, 67 and 173. Boards of trustees have been created by law to act as governing bodies for the library. Library board members are public officials who provide the leadership and vision necessary for effective and efficient operation of the library and for following sound practices of planning, administration, management, and funding. Directors and staff use sound library administration and management practices to apply the policies and statutory obligations of the governing board to the daily operations of the library.

1.1 The Library and the Board are legally established and operate in compliance with all local, state, and federal laws and regulations.

ESSENTIAL

- 1.1.1 The Board has approved bylaws.
- 1.1.2 The Board employs a Director who holds an appropriate certificate of librarianship issued by the Kentucky State Board for the Certification of Librarians [KRS 171.260].
- 1.1.3 Board appointments and terms are in accordance with the Kentucky Revised Statutes.
- 1.1.4 Vacancies are filled within 90 days of vacancy. The Board elects officers at least every two years.
- 1.1.5 The Board meets monthly at a regular day and time and in a physically accessible location.
- 1.1.6 Board meetings are conducted as open meetings in accordance with KRS 61.80-61.850.
- 1.1.7 The Library provides public access to board meeting minutes, financial statements, budgets, annual reports, policies and other documents in accordance with KRS 61.870-61.884.
- 1.1.8 The Board and Director comply with statutory reporting requirements of local, state, and federal agencies and the Kentucky Department for Libraries and Archives (KDLA).
- 1.1.9 The Board and administrative staff are familiar with and in compliance with federal, state, and local laws which affect library operations, such as minimum wage, hiring practices, unemployment compensation, privacy, accessibility, open records, etc.
- 1.1.10 The Director monitors statutory changes and recommends any policy changes needed to maintain legal library operations.

ENHANCED

1.1.11 The Board has approved bylaws that are reviewed at least every three years.

EXEMPLARY

1.1.12 Board membership represents a broad spectrum of community interests, occupations, and geographic areas. The Board reflects the demographics of the population served by the library including age, gender, and race.

1.2 The Board and Director provide the leadership needed to insure sustained funding and to continually improve library services.

ESSENTIAL

- 1.2.1 The Board approves written policies for all aspects of library service and operation. The Director develops procedures for implementation of the policies and manages daily operation.
- 1.2.2 The Board provides for the continuing education of the Director including payment for workshop/conference attendance and membership in the Kentucky Library Association [KLA].
- 1.2.3 The Director attends at least one state, regional or national library conference each year.
- 1.2.4 The Board conducts annual performance evaluations of the Director.
- 1.2.5 New Board members receive an orientation that includes a review of Board bylaws, policies and practices, a description of library policies and services, and a tour of library facilities. They also receive a copy of the Kentucky Public Library Trustee Manual.
- 1.2.6 The Director is present at all board meetings.
- 1.2.7 The Director prepares monthly reports for the Board to keep them advised of library operations including programs and services, statistics, and personnel, as well as external factors affecting libraries, such as state or federal legislation.
- 1.2.8 Board members participate in continuing education activities such as those offered by KDLA, KLA, and the Kentucky Library Trustees Roundtable.

ENHANCED

- 1.2.9 The Board employs a Director with a Master's Degree in Library Science (MLS/MLIS).
- 1.2.10 The Library pays for membership in the American Library Association/Public Library Association [ALA/PLA] for the Director.

- 1.2.11 The Library recognizes the importance of continuing education for its board members by providing membership in KLA/KLTRT and paying expenses for attendance at workshops and conferences.
- 1.2.12 Two or more board members participate in at least one continuing education activity each year.
- 1.2.13 Board members, the Director, and key library staff are actively involved in community organizations such as Kiwanis, Chamber of Commerce, planning committees, historical societies, and other nonprofit organizations.
- 1.2.14 The Board and Director keep local, state, and federal elected officials informed of legislation (as identified by the KPLA Legislative Committee and ALA) affecting library funding and educated about needed appropriations.

EXEMPLARY

- 1.2.15 The Board employs a Director with a Masters Degree in Library Science (MLS/MLIS) and at least five years of public library experience.
- 1.2.16 The Board actively recruits candidates for board membership with expertise needed for future library development, such as legal, marketing, and insurance expertise, or to represent a specific segment of the population.
- 1.2.17 The Board and Director regularly participate in KPLA legislative activities.
- 1.2.18 The Board and Director participate in national issues, such as Intellectual Freedom and Censorship, supporting libraries by communicating with their legislators.
- 1.2.19 All board members participate in at least one continuing education activity each year.
- 1.2.20 The Board will appoint a representative to participate on the KLTRT.

1.3 The Library has fiscal procedures and financial management practices consistent with generally accepted accounting practices and designed to support the library's growth and development.

ESSENTIAL

- 1.3.1 The Board maintains or increases the library's financial support each year.
- 1.3.2 The Director and/or budget committee prepare an annual budget with input from board members and staff. The budget includes line items for personnel, collection, operations, and capital outlay. The Board approves the budget and files it in accordance with the Kentucky Revised Statutes.
- 1.3.3 The budget reflects the priorities selected during the strategic planning process.

- 1.3.4 The Director is given authority to expend funds as budgeted to operate the library and implement the strategic plan.
- 1.3.5 The Library's finances, including all funds received and expended, are audited as required by Kentucky Revised Statutes.
- 1.3.6 The Library complies with applicable federal, state, and local purchasing regulations.
- 1.3.7 The Board maintains appropriate insurances including property, liability, unemployment, workers' compensation.
- 1.3.8 The Library maintains a reserve of six months operating expenses.

ENHANCED

- 1.3.9 The Library exceeds the state average for per capita income as reported in the most current Statistical Report of Kentucky Public Libraries.
- 1.3.10 The Library regularly applies for federal, state, or special grants, or seeks private support to provide for enhancements to basic services.
- 1.3.11 The Library maintains a reserve of 12 months operating expenses.

EXEMPLARY

- 1.3.12 The Board works with the community to establish and maintain a foundation or endowment to provide funding for enhancements to basic services.

1.4 The Library has a visionary strategic plan that guides management and organizational decisions.

ESSENTIAL

- 1.4.1 The Library has completed a recognized strategic planning process, such as PLA's *Strategic Planning for Results*, that is based on a review and assessment of community needs. The plan has been approved by the Board.
- 1.4.2 The strategic plan includes a statement that describes the purpose and priorities of the library, its service goals, measurable objectives, and a timetable for implementation.
- 1.4.3 Community stakeholders have received a copy of the written plan.

ENHANCED

- 1.4.4 The strategic plan is reviewed and updated annually by the Director and the Board to monitor progress to insure the plan's continued relevance and allocate or reallocate resources as required.

- 1.4.5 The strategic plan is based on a needs assessment completed within the last five years that included community input on hours, services, programs, and collections.
- 1.4.6 The Library's Strategic Plan is accessible on the Library's Web site.

EXEMPLARY

- 1.4.7 The Board receives a quarterly update of the library's progress in meeting the plan's goals and objectives from the Director.
- 1.4.8 The strategic plan is based on a needs assessment completed within the last three years that included community input on hours, services, programs, and collections.

1.5 The Board has written policies to govern Board and Library operation.

ESSENTIAL

- 1.5.1 The Board has adopted Board policies including such topics as: conflict of interest, ethics, media communications, etc.
- 1.5.2 The Board has adopted personnel policies including such topics as: hiring, evaluation, salary, retirement, employee conduct, etc.
- 1.5.3 The Board has adopted circulation policies including such topics as: loan periods, fines, overdues, etc.
- 1.5.4 The Board has adopted collection development policies including such topics as: intellectual freedom, gifts and donations, weeding, etc.
- 1.5.5 The Board has adopted facility use policies including such topics as: accessibility, displays, meeting room use, etc.
- 1.5.6 The Board has adopted public safety policies including such topics as: unattended children, inappropriate behavior, emergency and disaster, etc.
- 1.5.7 The Board reviews all policies at least every five years, updating as needed.

ENHANCED

- 1.5.8 The Board reviews all policies at least every three years, updating as needed.

EXEMPLARY

- 1.5.9 The Board reviews all policies every year, updating as needed.

2. HUMAN RESOURCES

The success of virtually every program and service of the library depends upon having a skilled, motivated staff. In order to recruit and retain such a work force, the Library must seek out the most qualified candidates, offer competitive salaries and benefits, support ongoing training and professional development opportunities, and provide a work environment that insures equitable treatment for all employees.

2.1 The Library employs the appropriate number of qualified employees to staff the Library during all hours of operation.

ESSENTIAL

- 2.1.1 At least 50% of the library's total operating expenditures is allocated to personnel expenditures.
- 2.1.2 The Library employs at least one FTE staff person per 4000 people in the service area.
- 2.1.3 All full-time employees who provide library information services are working toward certification from the Kentucky State Board for the Certification of Librarians. [See *Appendix A for definitions and certification requirements.*]
- 2.1.4 A minimum of two employees are on duty during all service hours, one of them certified.
- 2.1.5 The library staff reflects the demographic makeup of the community.

ENHANCED

- 2.1.6 The Library employs at least one FTE staff person per 3000 people in the service area.
- 2.1.7 At least 15% of the full time staff have an MLS/MLIS degree.
- 2.1.8 All full-time employees who provide library information services hold the certification from the Kentucky State Board for the Certification of Librarians. [See *Appendix A for definitions and certification requirements.*]
- 2.1.9 Each area of public service has certified staff available during all library hours.
- 2.1.10 New staff orientation includes diversity awareness.

EXEMPLARY

- 2.1.11 The Library employs at least one FTE staff person per 2000 people in the service area.
- 2.1.12 At least 20% of the full-time staff have an MLS/MLIS degree.

- 2.1.13 All part-time employees who provide library information services hold certification from the Kentucky State Board for the Certification of Librarians. [*See Appendix A for definitions and certification requirements.*]
- 2.1.14 Each area of public service has at least one employee classified as “professional” or who holds Professional certification on duty during all library hours.
- 2.1.15 The library will provide diversity training to the staff every two years.

2.2 The Library follows generally accepted employment practices and procedures that insure equitable treatment of all employees and comply with local, state, and federal employment law.

ESSENTIAL

- 2.2.1 The Library has written and adopted at least 50% of the personnel policies recommended in Appendix B.
- 2.2.2 The Library has written ADA-AA compliant job descriptions for each position that include job duties, education and experience requirements.
- 2.2.3 A member of Library administration attends employment law training annually.
- 2.2.4 All employees receive an annual performance review.

ENHANCED

- 2.2.5 The Library has written and adopted all of the personnel policies recommended in Appendix B.
- 2.2.6 The Library makes available to all staff a written personnel policy manual approved by the Board.
- 2.2.7 The Library designates a staff member responsible for Human Resource services or employs at least 0.5 FTE Human Resource Specialist per 50 employees.

EXEMPLARY

- 2.2.8 The Library maintains written policies and job descriptions for volunteers.

2.3 The Library offers salaries and benefits that attract and retain qualified employees.

ESSENTIAL

2.3.1 The Library offers comparable salaries to those of county, municipal, school, academic and private workers in the community.

2.3.2 The Library provides paid vacation, holiday, and sick leave to all full time employees.

ENHANCED

2.3.3 The Library offers comparable salaries to those of public libraries in similar communities in the state.

2.3.4 The Library provides health insurance and a retirement plan for all full time employees.

EXEMPLARY

2.3.5 The Library offers comparable salaries to those of similar public libraries nationwide.

2.3.6 The Library offers a variety of additional benefits such as dental, vision, life, or disability insurance.

2.3.7 The Library offers selected benefits to part time employees.

2.4 The Library provides for training and professional development for all library employees.

ESSENTIAL

2.4.1 The Library allocates a minimum of 0.5% of the total operating expenditures for continuing education and professional development.

2.4.2 Employees are provided release time and all costs are paid for continuing education activities required for obtaining or renewing required certification.

2.4.3 The Library provides an orientation and training program for all new employees.

ENHANCED

2.4.4 The Library allocates a minimum of 0.75% of the total operating expenditures for continuing education and professional development.

2.4.5 The Library provides regular in-house opportunities for ongoing staff development.

2.4.6 The Library designates a staff member to train volunteers and insures that all volunteers are properly trained.

EXEMPLARY

- 2.4.7 The Library allocates a minimum of 1% of the total operating expenditures for continuing education and professional development.
- 2.4.8 The Library pays for membership in KLA/KPLA for all full-time employees classified as “professional” or who hold Professional certification. Participation in KLA/KPLA activities is encouraged and supported with funding and release time.
- 2.4.9 The Library provides at least one in-house training activity for all staff per quarter.
- 2.4.10 The Library offers at least a partial tuition reimbursement program for certified staff obtaining a Master’s Degree in Library Science.

3. COLLECTIONS

Kentucky's public libraries should provide a wide range of materials in all formats to meet customer needs. These standards recognize that developing a current, healthy collection can be a difficult task without adequate funding. This section recommends minimum levels of funding and holdings per population served as one way to measure the effectiveness of the library's collection.

3.1 The Library follows generally accepted policies and practices for material selection, acquisition, cataloging and collection maintenance.

ESSENTIAL

- 3.1.1 The Library has a written, board-approved collection development policy, updated within the past five years, that supports the priorities and goals of the library's strategic plan. The policy includes:
- Intellectual freedom statement
 - Selection and weeding criteria for all collections and formats
 - Policy for accepting gifts and donations
 - Policy for handling challenges to materials
- 3.1.2 The Library has a procedure for addressing customer requests to add materials to the collection.
- 3.1.3 The Library places orders at regular intervals throughout the year to insure a steady flow of new materials.
- 3.1.4 All materials are cataloged using Anglo-American Cataloging Rules, 2nd Ed. (AACR2) and, if automated, Machine Readable Catalog (MARC) format.
- 3.1.5 The entire library collection is weeded at least every three years.

ENHANCED

- 3.1.6 The Library utilizes at least two professionally recognized review sources such as *Booklist* or *Library Journal* for material selection.
- 3.1.7 The Library utilizes electronic resources in selecting materials.
- 3.1.8 The entire library collection is weeded at least every two years.

EXEMPLARY

- 3.1.9 The entire library collection is weeded annually.

3.2 The Library provides a wide range of materials in sufficient quantity to meet community needs. The collection is current and represented in a variety of formats including books, periodicals, electronic subscriptions, DVDs, and audiobooks.

ESSENTIAL

- 3.2.1 The Library allocates at least 15% of its total operating expenditures for the purchase of materials.
- 3.2.2 The Library has at least 2.5 items per capita or 20,000 volumes, whichever is greater.
- 3.2.3 The number of items in the library's non-book collection is at least 4% of the total materials collection.
- 3.2.4 The Library adds and withdraws at least 3% of its circulating collection each year.
- 3.2.5 At least 15% of the items in the library's circulating collection were published in the last five years.

ENHANCED

- 3.2.6 The Library allocates at least 20% of its total operating expenditures for the purchase of materials.
- 3.2.7 The library has at least three items per capita.
- 3.2.8 The number of items in the library's non-book collection is at least 6% of the total materials collection.
- 3.2.9 The Library provides remote access to databases to meet local demand for information, excluding those provided by KYVL.
- 3.2.10 The Library adds and withdraws at least 4% of its circulating collection each year.
- 3.2.11 At least 25% of items in the library's circulating collection were published in the last five years.
- 3.2.12 The Library provides materials for special population groups such as foreign language speakers, home school families, and adult new readers.
- 3.2.13 The Library provides materials in a variety of formats to insure equal access for customers of all ages with disabilities. Examples include large print books, books in Braille, unabridged audio books, closed captioned/described/signed videos.

EXEMPLARY

- 3.2.14 The Library allocates at least 25% of its total operating expenditures for the purchase of materials.
- 3.2.15 The Library has at least four items per capita.
- 3.2.16 The number of items in the library's non-book collection is at least 8% of the total materials collection.
- 3.2.17 The Library adds and withdraws at least 5% of its circulating collection each year.
- 3.2.18 At least 30% of items in the library's circulating collection were published in the last five years.
- 3.2.19 The Library provides access to downloadable materials such as e-books, e-audios, and/or e-videos.

4. SERVICES

Libraries are active providers of information services, reader's advisory services, educational support, youth and children's services, and programs. Well-qualified and trained library staff play an essential role in delivering these effective services and programs to all members of the community. Extension services and outreach programs make resources as widely available as possible, while technology enables remote access and expands the collection to include material held by other libraries. These standards recognize the importance of a library's service program including alternative access for those unable to use traditional library resources.

4.1 The Library offers a variety of services and programs to meet the needs of the community.

ESSENTIAL

- 4.1.1 The Library allows customers to renew and reserve materials, in person and by phone, during all library service hours.
- 4.1.2 The Library provides reference services, in person and by phone, during all library service hours.
- 4.1.3 The Library provides reader's advisory services, in person and by phone, during all library service hours.
- 4.1.4 The Library participates in interlibrary loan with other Kentucky libraries. Customers are offered interlibrary loan service whenever materials are not available locally.
- 4.1.5 The Library provides a regular schedule of programming for children.
- 4.1.6 The Library hosts field trips, tours, and/or class visits.
- 4.1.7 The Library provides a photocopier for public use. Copyright restrictions are posted as appropriate.
- 4.1.8 The Library provides access to AskWhyKY.

ENHANCED

- 4.1.9 The Library provides reference services via email.
- 4.1.10 The Library provides a regular schedule of programming for adults.
- 4.1.11 The Library provides a regular schedule of programming for young adults.
- 4.1.12 The Library visits local elementary schools to promote the summer reading program.

- 4.1.13 The Library regularly submits its bibliographic records and holdings to OCLC in support of interlibrary loan [Kentucky Resource Sharing Program administered by KDLA].
- 4.1.14 The Library provides audiovisual equipment such as a screen, LCD projector, overhead projector, VCR/DVD equipment for public use in the meeting room.
- 4.1.15 The Library provides formal instruction in the use of library resources and equipment to school classes and community groups.
- 4.1.16 The Library makes space available for meetings and exhibits.

EXEMPLARY

- 4.1.17 The Library provides a regular schedule of programming for target populations such as older adults, homeschool families, and specific ethnic groups.
- 4.1.18 The Library considers community demographics, the mission of the library, and the availability of programming from other organizations in the community when planning programs.
- 4.1.19 The Library regularly partners with other social, cultural, and recreational organizations in the community to offer programs.
- 4.1.20 Basic library publications are translated into predominant community languages.
- 4.1.21 The Library provides staffing for AskWhyKY services.

4.2 The Library insures that its services and resources are as widely available as possible to all members of the community.

ESSENTIAL

- 4.2.1 The Library offers at least the following number of unduplicated hours:

Population	Unduplicated Hours
0-39,999	35
40,000-74,999	48
75,000 and up	60

4.2.2 The Library offers at least the following number of evening and weekend hours:

Population	Evening [after 5pm]	Weekend [Saturday/Sunday]
0-39,999	3	4
40,000-74,999	6	6
75,000 and up	9	8

4.2.3 The Library has automated recordings in use during closed hours to inform the public of the library's service hours.

4.2.4 The Library provides a method to return materials 24 hours a day.

4.2.5 The Library provides public programs free of charge and in physically accessible locations.

4.2.6 The Library has a plan to provide materials and services to all residents of the service area which may include homebound service, deposit collections, bookmobile service, books by mail, and/or programs outside the library.

ENHANCED

4.2.7 The Library provides a cellular phone for staff providing outreach services.

4.2.8 The Library offers reciprocal borrowing to public libraries within its region.

4.2.9 The Library offers at least the following number of unduplicated service hours:

Population	Unduplicated Hours
0-39,999	40
40,000-74,999	54
75,000 and up	65

4.2.10 The Library offers at least the following number of evening and weekend hours:

Population	Evening [after 5pm]	Weekend [Saturday/Sunday]
0-39,999	6	8
40,000-74,999	9	8
75,000 and up	12	8

EXEMPLARY

4.2.11 The Library offers reciprocal borrowing to all other Kentucky public libraries.

4.2.12 The Library offers at least the following number of unduplicated service hours:

Population	Unduplicated Hours
0-39,999	48
40,000-74,999	60
75,000 and up	70

4.2.13 The Library offers at least the following number of evening and weekend hours:

Population	Evening [after 5pm]	Weekend [Saturday/Sunday]
0-39,999	12	12
40,000-74,999	15	12
75,000 and up	18	12

4.3 The Library complies with all appropriate laws, especially the Americans with Disabilities Act (ADA), to make its materials, services and programs available to customers with disabilities.

ESSENTIAL

- 4.3.1 Library furniture, equipment and shelving are arranged to meet minimum ADA standards for aisle width [36"] and wheelchair access [27" knee clearance].
- 4.3.2 The Library maintains a collection of low-tech assistive devices such as magnifiers, boldwrite pens, etc.
- 4.3.3 All library buildings have at least one public computer workstation that is wheelchair accessible.
- 4.3.4 The Library provides the necessary accommodations to enable customers with disabilities to participate in programs and advertises such accommodations in the program announcement.
- 4.3.5 The Library promotes the services of the Kentucky Talking Book Library [KTBL] using flyers, posters and verbal recommendations. Applications for KTBL are available at the library.

ENHANCED

- 4.3.6 All library buildings offer multiple public computer workstations that are wheelchair accessible.
- 4.3.7 The Library insures that the community is aware of its special accessibility services/features by regularly publicizing them through handouts, press releases, etc.

EXEMPLARY

- 4.3.8 The Library web page is designed to meet the Web Content Accessibility Guidelines published by the Web Accessibility Initiative [WAI] of the World Wide Web Consortium [W3C]. [For guidelines, visit www.w3.org/WAI]
- 4.3.9 The Library has a TTY/TDY machine to permit access to people with hearing disabilities and staff trained in its use.
- 4.3.10 The Library provides Closed Circuit Television [CCTV] for high magnification of printed materials.
- 4.3.11 The Library provides at least one universally accessible computer workstation for customers with disabilities. [See Appendix C for checklist]
- 4.3.12 The Library provides interpreting services at all major events and at other programs where the need is anticipated.

4.4 Library staff have the qualifications and are adequately trained to provide high quality library service.

ESSENTIAL

- 4.4.1 The Library provides staff trained to assist customers with the Internet, Online Public Access Computers [OPAC], online databases and other electronic resources during all hours the library is open.
- 4.4.2 The Library provides staff trained in reference work, including reference work with children, during all hours the library is open.

ENHANCED

- 4.4.3 The Library provides a trained children's specialist with appropriate certification in each of its facilities.
- 4.4.4 The Library provides staff trained in reader's advisory services during all hours the library is open.
- 4.4.5 The Library provides staff trained to assist customers with disabilities in the effective use of assistive devices and adaptive software used in the library.

EXEMPLARY

- 4.4.6 The Library provides a trained young adult specialist with appropriate certification on its staff.
- 4.4.7 The Library provides multilingual staff reflective of predominant community languages.
- 4.4.8 The Library provides a reference librarian with an MLS or equivalent in each library facility during all hours the library is open.
- 4.4.9 The Library provides a youth services librarian in each library facility during all hours the library is open.
- 4.4.10 The Library provides staff who can communicate in American Sign Language [ASL].

5. FACILITIES

The appearance of public libraries directly affects community use. They should be large enough to adequately meet the needs of the service population. The library interior should have a flexible design, which will allow for changes in the service needs of the community. They should be conveniently located, aesthetically pleasing, have ample parking, and be free of physical barriers.

5.1. Library facilities provide sufficient, appropriately designed space to accommodate library services and programs.

ESSENTIAL

[Note: For library space, use the figure reported on your annual report.]

- 5.1.1 The Library provides adequate total square footage of floor space for its service population:

Population	Total Square Ft.
Less than 25,000	7,000 SF or .7 SF per capita, whichever is greater
25,000 or more	17,500 SF or .6 SF per capita, whichever is greater

- 5.1.2 The Library provides designated space for children's service and materials.
- 5.1.3 The Library meets the state standard of at least one parking space per 500 square feet of library space.
- 5.1.4 The Library has up-to-date wiring and adequate access to electrical and data outlets to support current technology.
- 5.1.5 The Library has enough space to plan, prepare, and deliver programming called for by its strategic plan without affecting other library services.
- 5.1.6 The Library has an area for staff breaks that is physically and visually separated from any staff workspaces.

ENHANCED

5.1.7 The Library provides at least eight tenths (0.8) of a square foot of library space per capita.

Population	Total Square Ft.
Less than 25,000	7,000 SF or .8 SF per capita, whichever is greater
25,000 or more	17,500 SF or .8 SF per capita, whichever is greater

5.1.8 The library provides designated space for young adult services and materials.

5.1.9 The Library provides at least one parking space per 400 square feet of library space.

5.1.10 The Library provides a public meeting room.

EXEMPLARY

5.1.11 The Library provides at least one square foot of library space per capita.

Population	Total Square Ft.
Less than 25,000	7,000 SF or 1.0 SF per capita, whichever is greater
25,000 or more	17,500 SF or 1.0 SF per capita, whichever is greater

5.1.12 The Library provides at least one parking space per 300 sq. ft. of library space

5.1.13 The Library has a current plan for anticipated facility renovation, expansion, and/or construction.

5.1.14 The Library provides an inviting and flexible environment with adequate space for quiet study, play, and programs.

5.2 Library facilities are accessible, safe, and well maintained.

ESSENTIAL

- 5.2.1 Library facilities meet all applicable building, fire, and safety codes.
- 5.2.2 The Library has conducted an accessibility assessment and library facilities comply with applicable standards of the Americans with Disabilities Act (ADA). [*For an accessibility checklist, go to www.ada.ky.gov*]
- 5.2.3 The exterior of the building is appropriately lighted and identified with signs clearly visible from the street.
- 5.2.4 Hours of library service are posted at each public entrance.
- 5.2.5 Interior signs identify the library's service areas and collections.
- 5.2.6 The Library has a schedule for regular maintenance of the building and grounds.
- 5.2.7 The parking areas and entrances are lighted well enough, with no pools of deep shadow, to provide safe entry and exit (about three foot candles).

ENHANCED

- 5.2.8 The Library entrance includes a manually operated automatic door opener.
- 5.2.9 The Library maintenance plan includes a schedule for refurbishing existing facilities including: carpet, painting, furniture replacement, HVAC, and other equipment. The maintenance plan also includes an explicit, written financial plan for paying for the work.
- 5.2.10 The Library has an electronic building security system.

6. TECHNOLOGY

Information technology is an integral part of today's public library service. It is the responsibility of every public library to provide access to information in a timely manner and an appropriate format. The library meets this need by providing trained staff, up-to-date technology, and adequate communications that provide quick, reliable connections.

6.1 The Library insures that workstation, network, and server hardware and software is up-to-date and reliable.

ESSENTIAL

- 6.1.1 The Library has a written, Board-approved, technology plan that addresses the implementation and maintenance of all hardware, software, and network equipment.
- 6.1.2 The technology plan includes provisions for the proper disposal of all used equipment.
- 6.1.3 The plan is reviewed every three years and is filed with the appropriate staff at KDLA. [See Appendix D for plan outline.]
- 6.1.4 The Library allocates sufficient funds to maintain, upgrade, and replace hardware and software on a regular schedule.
- 6.1.5 The Library has a dedicated Internet connection that supports simultaneous use by multiple workstations.
- 6.1.6 The Library spends 0.5% of its total operating expenditures on technology annually. [Includes replacing equipment, providing internet access, website maintenance, security, automation system, and back up services.]

ENHANCED

- 6.1.7 The Library has a schedule and allocates funds to replace or upgrade computer equipment every five years.
- 6.1.8 The Library has a local area network [LAN] linking all workstations as appropriate.
- 6.1.9 The Library provides a dedicated Internet connection that supports simultaneous use by all computer workstations while running intensive broadband applications.
- 6.1.10 The Library provides wireless Internet access to its patrons at all locations.
- 6.1.11 The Library spends 1% of its total operating expenditures on technology annually. [Includes replacing equipment, providing internet access, website maintenance, security, automation system, and back up services.]

EXEMPLARY

- 6.1.12 The Library has a schedule and allocates funds to replace computer equipment every four years.
- 6.1.13 All public and staff computers have a current version of the operating system software [e.g. Windows or Linux].
- 6.1.14 The Library spends 2% of its total operating expenditures on technology annually. [Includes replacing equipment, providing internet access, website maintenance, security, automation system, and back up services.]

6.2 The Library follows generally accepted policies and practices for operating and maintaining workstation, network, and server hardware and software.

ESSENTIAL

- 6.2.1 The Library has anti-virus protection installed on servers and workstations and checks regularly for virus updates.
- 6.2.2 The Library monitors and protects its network with appropriate security measures such as firewalls and authentication processes.
- 6.2.3 Workstations receive regular maintenance including removal of unauthorized software, cookies, and temporary files.
- 6.2.4 Operating systems and application software are regularly kept up-to-date with critical updates and patches.
- 6.2.5 Backups are conducted on a regular basis. Copies of the backups are stored in a fireproof location off site.
- 6.2.6 The Library houses network and server equipment in a non-public, secured area.
- 6.2.7 The Library maintains an accurate inventory of all computer equipment.

ENHANCED

- 6.2.8 The Library houses the computer servers in a separate room with separate climate control.

EXEMPLARY

- 6.2.9 The Library houses network equipment, such as servers, hubs, and routers, in a secure [lockable], climate-controlled room specially equipped for the purpose, e.g. isolated ground circuits and data racks.

6.3 The Library utilizes current and emerging technologies to expand its service capabilities.

ESSENTIAL

- 6.3.1 The Library has an integrated library system [ILS], or is part of a shared ILS, that includes an online catalog, circulation and cataloging.
- 6.3.2 The Library provides access to the Kentucky Virtual Library (KYVL).
- 6.3.3 The Library provides at least one public access workstation per 2500 population. (Laptops that can be circulated may be counted as workstations.)
- 6.3.4 The Library has a formally adopted Internet Acceptable Use policy which is reviewed annually.
- 6.3.5 If the Library filters Internet content, it has a policy and procedure in place to allow customers unfiltered access to legitimate information.

ENHANCED

- 6.3.6 The Library provides remote access to online databases.
- 6.3.7 The Library maintains a Web page that includes Library hours, phone numbers, services, and other basic information. The Web page is updated at least monthly.
- 6.3.8 Customers can remotely review their accounts, including items checked out and money owed, renew items, and place holds on items.
- 6.3.9 The Library provides remote access to the library's catalog 24 hours per day, seven days per week.
- 6.3.10 The Library provides at least one public access workstation per 2000 population. Laptops that can be circulated may be counted as workstations.)

EXEMPLARY

- 6.3.11 The Library provides an integrated Web site with interactive content, such as program registration, meeting room reservations, and customer initiated interlibrary loan.
- 6.3.12 The Library provides access to online distance learning and/or video conferencing.
- 6.3.13 The Library offers self-checkout as an option for customers.
- 6.3.14 The Library provides at least one public access workstation per 1500 population. (Laptops that can be circulated may be counted as workstations.)

6.4 The Library employs personnel who have the qualifications and training to install, operate and maintain workstation, network, and server hardware and software.

ESSENTIAL

- 6.4.1 The Library has access to person[s] trained to install and support computer hardware and software. Staff is trained on basic network maintenance and support.
- 6.4.2 The Library allocates funds for ongoing staff technology training.
- 6.4.3 The Library maintains at least one publicly advertised email account that is monitored during all hours of operation.
- 6.4.4 The Library has a designated location for storing current licenses for all software that is purchased and used.

ENHANCED

- 6.4.5 The Library has a staff member with responsibility for computer maintenance and support as part of their job description.
- 6.4.6 The Library's key staff members have email accounts and workstations with dedicated Internet connections.
- 6.4.7 The Library provides computer workshops or training sessions for all library staff.
- 6.4.8 The Library maintains a unique Internet domain name which is used for any Web presence or email accounts.

EXEMPLARY

- 6.4.9 The Library employs a full-time staff person with formal training in information technology to manage the Library's computer network.
- 6.4.10 The Library has a plan for cross-training so that more than one staff member

7. MARKETING/PUBLIC RELATIONS

The purpose of library marketing is to increase community awareness of the library's products and services. Library marketing involves the promotion of intangible services and tangible products. Effective marketing has two major components: strategy and tactics. Strategy incorporates determining the target customer, choosing the right product and services for those customers, and distributing the product and services through proper channels. Tactics are the activities by which the strategy is accomplished. A successful public relations program sends a positive message through the appropriate medium to the right audience at the proper time and place and should reinforce the mission or vision of the library.

7.1 The Library utilizes strategy and tactics to increase community awareness of the Library's products and services.

ESSENTIAL

- 7.1.1 The Library allocates at least 1% of its total operating expenditures to support marketing/public relations activities and staff.
- 7.1.2 The Library communicates regularly with schools, organizations, businesses, and other agencies within the community.
- 7.1.3 The Library participates in local events such as fairs, parades, festivals.
- 7.1.4 The Library incorporates a recognizable library symbol on all publications and promotional materials.
- 7.1.5 The Library maintains a list of media contacts and regularly sends them information about library events, programs and services.
- 7.1.6 The Library maintains a mailing list of community leaders, interest groups, and agencies and regularly sends them promotional materials.
- 7.1.7 The Library uses three or more of the following venues to promote and publicize library services on a regular basis:
 - Advertising specialty items
 - Annual report (an edited report used for promotional material)
 - Direct mail promotions
 - Displays, exhibits, bulletin boards
 - General information brochure
 - Web site
 - Newsletter
 - Posters, flyers, bookmarks, brochures
 - Billboard ad
 - Radio or Television PSA and/or interviews
 - Blog
 - Some type of social networking media

- 7.1.8 The Library recognizes all contributions to the library by way of personalized letters, Board resolutions, press releases, plaques, or receptions, as appropriate.
- 7.1.9 The Library conducts a regular image assessment of library facilities. [See Appendix E for sample checklist.]
- 7.1.10 The Library provides orientation in marketing/public relations principles for all staff.

ENHANCED

- 7.1.11 The Library allocates at least 2% of its total operating expenditures to support marketing/public relations activities and staff.
- 7.1.12 The Library has a written marketing/public relations plan updated within the past three years. [See Appendix F for sample outline.]
- 7.1.13 The Library periodically conducts a community survey to determine the effectiveness of its marketing/public relations plan.
- 7.1.14 The Library uses five or more of the following venues to promote and publicize library services on a regular basis:

- Advertising specialty items
- Annual report (an edited report used for promotional material)
- Direct mail promotions
- Displays, exhibits, bulletin boards
- General information brochure
- Newsletter
- Posters, flyers, bookmarks, brochures
- Billboard ad
- Radio or Television PSA and/or interviews
- Blog
- Web site
- Some type of social networking media

- 7.1.15 The Library promotes the formation of and supports participation in a Friends of the Library group.
- 7.1.16 The Library has a local library logo and slogan that is used on all publications and promotional material.
- 7.1.17 The Library has planned and will market an appropriate level of service to any significant ethnic or cultural population in the community.

EXEMPLARY

- 7.1.18 The Library allocates at least 3% of its total operating expenditures to support marketing/public relations activities and staff.

- 7.1.19 The Library updates its marketing/public relations plan annually.
- 7.1.20 The Library employs a staff member whose primary responsibility is to plan, develop, and implement marketing activities.
- 7.1.21 The Library uses seven or more of the following venues to promote and publicize library services on a regular basis:
- Advertising specialty items
 - Annual report (an edited report used for promotional material)
 - Direct mail promotions
 - Displays, exhibits, bulletin boards
 - General information brochure
 - Newsletter
 - Posters, flyers, bookmarks, brochures
 - Billboard ad
 - Radio or Television PSA and/or interviews
 - Blog
 - Web site
 - Some type of social networking media
- 7.1.22 The Library has a Web site which provides access to the Library's catalog.
- 7.1.23 The Library utilizes people outside its own organization to perform periodic image assessments of library facilities.
- 7.1.24 The Library identifies volunteers, including board members and Friends, willing to act as advocates for public libraries at the local, state, and national levels.
- 7.1.25 The Library participates in regional, state, and national promotions such as National Library Week, Children's Book Week, The Smartest Card, @ Your Library.
- 7.1.26 The Library establishes community advisory groups, such as teens or older adults, to encourage community involvement and improve service.

APPENDIX A

KENTUCKY ADMINISTRATIVE REGULATIONS Certification of Public Librarians 725 KAR 2:060

RELATES TO: KRS 171.250, 171.260, 171.270

STATUTORY AUTHORITY: KRS 171.250, 171.260, 171.270

NECESSITY, FUNCTION, AND CONFORMITY: KRS 171.260 requires certification of public librarians and other full-time employees. KRS 171.250 requires the board to establish the requirements for certification. This administrative regulation establishes the requirements for certification of public librarians.

Section 1.

Definitions.

- (1) "ALA" means the American Library Association.
- (2) "Board" means the Kentucky State Board for the Certification of Librarians.
- (3) "Continuing education units" or "CEU" means educational offerings that provide credit through a certified program.
- (4) "Full-time" means working more than 100 hours per month.
- (5) "Library information services" means duties performed by library employees that require special skills and knowledge to be performed properly.
- (6) "Library work experience" means employment in a library that includes administration, collection development, technical services, public services, or support for public service areas, and excludes secretarial, custodial, groundskeeping, security, food service, driver, and messenger duties.

Section 2.

Required Certification by Public Library Position.

- (1) A library director serving a population of more than 15,000 shall hold or obtain a Professional certificate.
- (2) A library director serving a population of 15,000 or less shall hold or obtain at least the Paraprofessional certificate.
- (3) An assistant director, bookmobile librarian, branch head, or department head shall hold or obtain at least the Paraprofessional certificate.
- (4) All other full-time positions providing library information services as determined by local library policy shall be filled by persons who obtain or hold at least the Library Experience certificate.

APPENDIX B

CHECKLIST OF PERSONNEL POLICIES

Employment Practices

Recruitment
Equal opportunity
Americans with Disabilities Act
Employment of relatives
Conflict of interest
Performance appraisal
Performance improvement
Termination of employment
Grievance procedure

Compensation

Work week
Salary payment
Salary increases
Payroll deductions
Meal periods and breaks
Absenteeism and tardiness
Overtime
Emergency closing

Benefits

Insurance
Retirement
Holidays
Vacation leave
Sick or personal leave
Bereavement leave
Leave without pay / FMLA
Voting leave
Jury leave
Military leave

Employee Expenses

Expense reimbursement
Mileage reimbursement
Continuing education
Conferences and meetings
Professional memberships
Educational assistance/tuition reimbursement

Workplace conduct and safety

Dress
Substance abuse
Smoking
Sexual harassment
Employee privacy
Internet/email use
Workplace violence

APPENDIX C

BASIC HARDWARE-SOFTWARE CONFIGURATION FOR AN ACCESSIBLE LIBRARY WORKSTATION

Power Computer. Intel chip, 3 GHz Pentium 4 or comparable AMD Athlon (Athlon XP 2200 if using Windows XP as an operating system) processor minimum. Memory should be 1 GB (expandable) minimum. 160 GB capacity or greater, partitioned into smaller drives for quicker access time. EIDE (enhanced integrated drive electronics) interface that conforms to the ATA/100 specification. Rotational speed of at least 7,200 rpm. 4MB cache memory.,10/100 megabit network card, and a CD-RW or DVD ROM drive. At least one 1.44 MB floppy drive for 3.5" disks should be included if possible.

19" flat screen color monitor (minimum size) with USB ports on front or side

Keyboard with large print keys, reconfiguration options and ability to replace mouse/alternative keyboard

Flatbed scanner

"Reading Systems" Examples: e-Reader, Kurzweil 1000 & Kurzweil 3000 (scanning and reading solutions for the blind or visually impaired) this should also illustrate Windows XT compatibility

Text magnification/screen enlargement Example: ZoomText (screen magnification software) this should also illustrate Windows XT compatibility

Screen reader for people who are blind or visually impaired

Web browsers Examples: Internet Explorer, Netscape Navigator, FireFox

Also recommended:

Variable height table or workstation, preferably electronic and adjusted by the touch of a button

Ergonomic chair with adjustability features and wheels that lock if needed

Braille display + JAWS 7 or WindowEyes (screen reading and screen magnification software) [On at least one workstation] this should also illustrate Windows XT compatibility

Essential component for success:

Staff well-versed in operation, basic troubleshooting, and minor reconfiguration.

Adapted from specifications provided by the Association of Specialized and Cooperative Library Agencies (ASCLA, A Division of the American Library Association) & the Federal Depository Library Program of the Government Printing Office.

APPENDIX D

Elements of a Technology Plan

The Federal Communications Commission [FCC] has stipulated that requests for discounts must be based on an approved technology plan. To ensure that schools and libraries are prepared to effectively use the requested services, applicants must certify that their requests are based on approved technology plans that include provisions for integrating telecommunication services and Internet access into their educational program or library services. Most schools and libraries have already developed such plans and may only need to modify these existing plans slightly to conform to program criteria for technology plans.

To qualify as an approved technology plan for a discount and to meet the requirements of the FCC's Fifth Report and Order (FCC 04-190, released August 13, 2004), the plan must contain the following five elements:

- The plan must establish clear goals and a realistic strategy for using telecommunications and
 - information technology to improve education or library services;
- The plan must have a professional development strategy to ensure that staff know how to use these new technologies to improve education or library services;
- The plan must include an assessment of the telecommunication services, hardware, software, and other services that will be needed to improve education or library services;
- The plan must provide a sufficient budget to acquire and support the non-discounted elements of the plan: the hardware, software, professional development, and other services that will be needed to implement the strategy; and
- The plan must include an evaluation process that enables the school or library to monitor progress toward the specified goals and make mid-course corrections in response to new developments and opportunities as they arise.

Model Technology Plan Plan Template

Provide name and location of library, and inclusive dates the Plan covers.

- **MISSION STATEMENT** – Provide the mission statement for the library. In most cases, the mission statement can be taken verbatim from the library's current long-range or strategic plan. Link your library's mission statement to your Technology Plan.
- **PLAN JUSTIFICATION** – In one or two brief paragraphs discuss the library's technology goals in conjunction to the overall mission of the library and discuss the role technology plays in the library's services.

- **TECHNOLOGY STRATEGIC PLAN** – Discuss how technology will be integrated into the services provided to staff and for users. A strong plan will include goals, objectives, and strategies/activities. Goals are the broad statements regarding technology in the library and may extend beyond the lifetime of the Plan. Objectives are specific measurable activities to be undertaken to reach the goals. Strategies are the steps to be taken to meet the objective.
- **TECHNOLOGY INVENTORY** – This section should be broken down into two sections: current technology and future technology. In the first section list current computing and telecommunication technology being used at the library. If relevant, include a breakdown by branch. The future technology piece encompasses hardware, software, telecommunications, and information technologies the library hopes to implement during the lifetime of the Plan. If necessary, the future technology section should include a discussion of upgraded electrical systems required to handle new technologies.
- **BUDGET** – Includes approximate costs associated with the desired level of technology, both ongoing as well as upgrade and maintenance costs for current technology, as well as costs for intended new technologies. Also indicate from where funding will be derived. This is probably the section of the Plan most likely to require revision. Make sure mention is made of any maintenance contracts.
- **EVALUATION** – Provide an overall evaluation statement as to how the library plans to determine if the Technology Plan goals are being implemented and their degree of success. Additionally, indicate how you will know if technology is having a positive impact on staff, users, and the community, and how well technology is helping you address your overall library goals. Also indicate how often the Plan will be reviewed and updated and by whom.
- **TRAINING** – Provide detail on training for staff and patrons on current technology. Include information on what types of training are offered, by whom, and how often. Types of training provided could include, but is not limited to, programs on searching databases, word processing, using the OPAC and so on.

APPENDIX E

Library Communication Checklist

The following list is intended to help answer the following questions:

- Is this library welcoming?
 - What is our message?
 - What is our style?
1. **Accessibility**—Can people with disabilities easily use the library building and Web site?
 2. **Brand/Identity**—Does the library have a clear and consistent image? Includes consistent use of logo, full location info including web address.
 3. **Customer service**—Is the library's commitment to excellent customer service reflected in the courtesy and helpfulness shown to customers? Are there ID tags for staff? Can staff members articulate the library message? Are they encouraged to share their favorite books and other materials with users? Does front-line staff provide feedback on customer wants, complaints, compliments?
 4. **D_cor, decoration**—Is the library too light or too dim? Is the library clean, clutter free? Is there effective use of posters, banners, art, and other promotional tools such as screen savers?
 5. **Display**—Are books and other materials displayed face out? Are there "shelf talkers?"
 6. **Local ownership**—How well does the library reflect the community, including its diversity? Is there a bulletin board? Displays of local art? Are there opportunities for the users to give feedback on library service/ interact with other users? Share their comments on books?
 7. **Message**—Does your library have a key message that expresses its mission? Does everyone on the staff know it? Are library policies clearly and widely communicated?
 8. **Media**—Does your library have a presence in relevant media? Is someone assigned to work with the press? Does your library initiate stories, interviews and placements of public service announcements/advertising?
 9. **Outreach**—Does the library have a life outside the building? Does it have a presence in the life of the community?
 10. **Programming**—Does the library actively offer and promote programs and/or training sessions? How are programs promoted?

- 11. Print materials**—Are there too many? Too few? What is the message? How is it communicated on . . .bookmarks and flyers . . .letterhead and business cards. . . newsletters?
- 12. Signage:** Internal and External—Is the library easy to find? Is it easy to find what you're looking for? Is the library mission visible? Does signage reflect awareness of diversity?
- 13. Telephone**— Does a person or a machine answer the phone? If it's a machine, does your telephone greeting help or harm your image? Is it clear? Easy to follow?
- 14. Web site**—Is the image/message consistent with other library communications? Does it take advantage of the unique qualities of the Web? Is the web site a "branch library?"
- 15. Body Language**—What is the unspoken message being delivered by staff?

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www.librarycomm.com

APPENDIX F

Building A Marketing/Communication Plan

Use the following basic outline as a roadmap....

- 1. Introduction** (Brief statement outlining the context of the communication activity, including statement of the problem, relevant research, etc.)
- 2. Communication goals** (The Dream. Big picture.)
- 3. Objectives** (Doable, measurable outcomes)
- 4. Positioning statement** (What should the library's image be? What do you offer that the competition doesn't?) Example: "The library is the best first stop for expert help in connecting children and youth to learning and discovery."-- North Carolina State library
- 5. Key audiences** (External and Internal)
- 6. Key message(s)** (What is your key message and three talking points?)
- 7. Communication strategies** (How will you deliver the message? e.g. media, publications, displays, presentations, word of mouth. Consider budget, timetable, staff assignments)
- 8. Evaluation measures** (How will you know what worked and what didn't?)

Sample Marketing Communication Plan

The Somewhere Public Library

June 2004-2006

Introduction

The Somewhere Public Library has come a long way in a short time. Since moving to its current site two [2] years ago, library visitors have increased almost 300 percent and the number of cardholders has grown by 700 percent from 245 to 2,178—still only about 10 percent of the community's residents. Some residents still remember the library as a volunteer "card table" operation in the school basement. Some still drive to libraries that are bigger but farther away. The library board has set a goal of expanding its facility, either at its present site or at another location to be determined. There is a clear need and a tradition of library support among community residents and leaders. A preliminary feasibility study indicates there is excellent potential for a ballot measure supplemented by private fundraising. Building a strong base of community awareness about what the library offers, its needs and the possibilities is key to building momentum.

Goals

- The Somewhere Public Library will enjoy a high profile in the community. It will be seen as an important and popular destination for learning and enjoyment.
- Community leaders and all residents will be aware of and use library services.
- Community leaders and residents will approve a library expansion plan and support a funding campaign.

Objectives

- The library will secure financial support for a new library.
- The number of cardholders will increase 600 percent for a total of 60 percent registration.
- The library will develop partnerships with three [3] or more new community groups.

Positioning: The Somewhere Public Library provides big city service close to home in a comfortable, welcoming atmosphere. In addition to books, it offers audio books, CDs, videos and other multimedia resources. Its "online branch" is open 24/7. Most importantly, there are professional librarians to provide expert assistance. The Somewhere Public Library is a community center for lifelong learning, literacy and enjoyment for families and people of all ages. Although bigger than it looks, the library is not as big as it needs to be. With more space, the library could offer much more. The library is a best value and deserves the community's support.

Key Message(s)

- 1) The Somewhere Public Library provides big city service close to home.
- 2) We're bigger than we look—but not as big as we need to be.

Key audiences

Internal:	Staff, Board, Friends, Volunteers
External:	County officials and community leaders
	Community groups with influential members
	Families with children from preschool-high school
	Business and professional community

Year 1—June 2006-07

Objectives

- The number of cardholders will increase by 200 percent.
- Attendance at programs will increase by 50 percent.
- Twenty influential individuals and community groups will endorse the building project.
- City officials/other key leaders will approve an expansion plan for the library and endorse a funding plan.
- The library "family" will understand and actively support the library's new communication focus.
- Local papers will carry at least three [3] feature stories.

Strategies

1. Begin a consistent, planned program of two-way communication.

- Establish a citizens group to advocate support for a bigger library.
- Encourage and prepare staff, board members, Friends and volunteers to deliver the library's message to library users, their families, friends, neighbors, key officials. Involve them in planning activities. Provide updates.
- Invest in professional graphic design for formatting promotional materials, e.g. the newsletter, bookmarks. Have a consistent look and message. Publish a dynamic brochure with the emphasis on benefits, not just a listing of services. Distribute it outside the library—at meetings of community groups and other community locations.
- Conduct a customer satisfaction survey. Use quotes in promotional materials.
- Provide evaluation forms at all programs asking how the audience members heard about the program, its quality and suggestions for other programs.
- Invite customer comments in the library and on the library's home page. Respond to all comments in writing and with action, when appropriate.

2. Seek a higher profile in the media.

- Make a media plan with dates for seeking news stories in connection with special events, feature stories and editorial endorsements.
- Place at least three [3] feature stories about services such as "databases" or homework help for kids and—what they are and what they can do for you.
- Invite local newspapers to send a photographer for special kids events or take and submit photos.
- Offer reporters a demonstration of how the library's databases work.
- Seek a story comparing the library's facilities with communities of similar size.

3. Reach out to elected officials, community leaders and groups with influential members.

- Communicate at least once a month with key officials in person and print. Provide regular updates. Offer to demonstrate the library's databases at their desk.
- Present a state-of-the-library report to the county board and key organizations.
- Recruit three [3] partners, including at least one [1] new partner, to cosponsor/underwrite activities for National Library Week, Library Card Sign-up Month, etc.
- Present six programs/host tours for county officials, members of the Chamber of Commerce and other influential groups.

4. Reach out to families.

- Sponsor a library card sign-up drive during national Library Card Sign-up Month in September. Offer rewards for library users who recruit new card registrants.
- Visit all day care centers, kindergarten and first grade classrooms. Provide library card registration, booklists and other promo materials for teachers and for kids to take home to parents.
- Display photos of families holding their library cards in the library and post them on the website.
- Sponsor a contest "Why My Family Uses the Library" and award prizes underwritten by partners.

Evaluation

- A stronger, more consistent look and message in library publications.
- Feedback from users and target audiences, customer satisfaction surveys, word of mouth.
- See objectives.

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APPENDIX G

GLOSSARY/ACRONYMS

ADA -- Americans with Disabilities Act. Federal legislation which guarantees rights of disabled persons.

ALA -- American Library Association. The oldest and largest national library association in the world. Its concern spans all types of libraries.

ALTA -- Association for Library Trustees and Advocates . A section of ALA with specific responsibilities of continuing education for trustees, continuous study and review of the activities of library trustees, and promoting strong state and regional trustee organizations.

Adequate access: For wired networks, no computer needs more than a 25 foot network cable (e.g. the yellow cables from the Gates grant) run in a safe manner to reach a permanently installed network outlet. For wireless networks, the wireless network should be accessible from any point in the library.

Appropriately Lighted: lighted well enough to allow safe travel across parking lots and over walks up to the library entrance (usually 3 foot candles for parking and 5 foot candles for people moving around), without any significant pools of shadow, and without any unnecessary light pollution.

CCTV -- Closed Circuit Television. Equipment that magnifies printed materials for the visually disabled.

CE -- Continuing Education. Any program or workshop which provides educational instruction for public library staff or trustees.

Clearly Visible: A person driving an automobile at normal speed on the street can see and recognize the sign in time to turn into the library parking lot.

FSCS -- Federal State Cooperative System. A federal government statistical gathering program for public libraries that allows valid comparisons of library programs across the nation.

FTE -- Full-time equivalent. A prorated percentage of part time work hours based on a full time work week of 40 hours.

HVAC -- Heating Ventilation Air Conditioning system.

ILL -- Interlibrary Loan. The lending and borrowing of library materials or copies of material from one library to another.

Kentucky State Board for the Certification of Librarians -- The governing body created in accordance with KRS 171.240 charged with assuring qualified staff in public libraries.

KDLA -- Kentucky Department for Libraries and Archives. A state government agency providing leadership and support for the development and maintenance of library services throughout the state.

KLA -- Kentucky Library Association. A membership organization of persons interested in promoting and improving all types of library service in the Commonwealth of Kentucky .

KLTRT -- Kentucky Library Trustee Round Table. Kentucky's equivalent to the American Library Trustee Association.

Kentucky Public Library Association -- A section of the Kentucky Library Association formerly called Public Library Section which focuses on public library services.

KRS -- Kentucky Revised Statutes. The state laws of Kentucky.

KTBL -- Kentucky Talking Book Library. A section of the Kentucky Department for Libraries and Archives which provides materials for visually and physically disabled persons.

KYVL -- Kentucky Virtual Library. An electronic, "virtual" library that uses the Internet to provide access to quality databases and connections to information resources worldwide.

LAN -- Local Area Network. The connecting of computers within a building into a shared system.

LCD -- Liquid Crystal Display. Equipment which allows projection of computer generated programs.

MARC -- Machine Readable Cataloguing. A standardized format of cataloging library material records in order to convert to electronic data, thereby automating the circulation and the card catalog systems.

MLS/MLIS -- Master's Degree in Library Science or Master's Degree in Library and Information Science.

National Library Services for the Blind and Physically Handicapped -- A section of the Library of Congress which provides materials for visually and physically disabled persons.

OCLC -- Online Computer Library Center. A not for profit computer service and research organization whose systems help libraries locate, acquire, catalog, and lend library materials.

OPAC -- Online Public Access Catalog. The electronic version of the library's card catalog.

PLA -- Public Library Association. A section of the American Library Association which focuses on public libraries and librarians.

Planning for Results -- A publication of the Public Library Association which outlines methods for long range planning by public libraries.

Reciprocal borrowing -- a policy whereby the customers of cooperating libraries may directly borrow library materials at other, cooperating libraries.

State Aid -- Direct state aid to local public libraries, pursuant to KRS 171.2001, to enhance their services for the benefit of the citizens of the Commonwealth.

TTY/TDY -- Teletypewriter. A system by which hearing impaired persons can communicate via telephone.

Up-to-date wiring: (1) computers and network devices don't share their circuit breakers with other devices, (2) the circuit breakers and wires leading to the outlets used by the computers and network devices are heavy enough to safely provide the electricity needed, and (3) these computer power outlets are located so that no computer has to use any extension cords (other than ONE surge protector) to reach a computer power outlet. This definition applies only to the building's electrical system from the breaker box to the wall outlet.

Web Accessibility Initiative [WAI] -- Strategies, guidelines, and resources to make the Web accessible to people with disabilities; sponsored by the World Wide Web Consortium.

APPENDIX H

USEFUL WEBSITES

Americans with Disabilities Act: www.usdoj.gov/crt/ada/adahom1.htm
Americans with Disabilities Act / Kentucky: www.ada.ky.gov
American Library Association: www.ala.org
Association of Library Service to Children: Competencies for Librarians Serving Children in Public Libraries: <http://www.ala.org/ala/alsc/alscresources/forlibrarians/professionaldev/competencies.cfm>
Association of Library Trustees, Advocates, Friends and Foundations: www.ala.org/altaff
Continuing Education Events Calendar: www.kdla.ky.gov/libsupport/continuinged.htm
Kentucky Certification Manual: www.kdla.ky.gov/libsupport/certification.htm
Kentucky Department for Libraries and Archives: www.kdla.ky.gov
Kentucky Library Association: www.kylibasn.org
Kentucky Talking Book Library: www.kdla.ky.gov/collectionsktbl.htm
Kentucky Revised Statutes: www.lrc.state.ky.us/statrev/frontpg.htm
Kentucky Virtual Library: www.kyvl.org
Library Bill of Rights: www.ala.org/alaorg/oif
Library Board By-laws (sample): www.kdla.ky.gov/organizations/klta/trusteemanual.pdf
Library Trustee Manual: www.kdla.ky.gov/organizations/klta/trusteemanual.pdf
Minimum Facility Standards for Kentucky Public Libraries: www.kdla.ky.gov/libsupport/construction.htm
National Library Services for the Blind: www.loc.gov/nls/
Public Library Association: www.pla.org
Search Institute: 40 Developmental Assets for Young People: <http://www.search-institute.org/assets/forty.htm>
W3C Web Accessibility Standards: www.w3.org/wai
Young Adult Library Services: Competencies for Librarians Serving Young Adults: <http://ala.org/ala/yalsa/prfdev/yacompetencies/competencies.cfm>